

**Robert Rubin**  
**Director & Chairman of the Executive Committee, Citigroup Inc.**

Robert E. Rubin, a Director, Chairman of the Executive Committee and Member of the Office of the Chairman of Citigroup Inc., has been involved with financial markets and our nation's public policy debate all of his professional life.

Mr. Rubin began his career in finance at Goldman, Sachs & Company in New York City in 1966. He joined Goldman as an associate, became a general partner in 1971 and joined the management committee in 1980. Mr. Rubin was Vice-Chairman and Co-Chief Operating Officer from 1987 to 1990 and served as Co-Senior Partner and Co-Chairman from 1990 to 1992. Before joining Goldman, he was an attorney at the firm of Cleary, Gottlieb, Steen & Hamilton in New York City.

Mr. Rubin, long active in national and New York City's public affairs, left the private sector in 1993 to join the Clinton Administration. Beginning with the President's Inauguration, Mr. Rubin served in the White House as Assistant to the President for Economic Policy. Directing the activities of the National Economic Council, Mr. Rubin guided the newly created NEC as it oversaw the Administration's domestic and international economic policymaking process, coordinated economic policy recommendations to the President, and monitored the implementation of the President's economic policy goals.

Upon the retirement of his predecessor, Lloyd Bentsen, Mr. Rubin was President Clinton's choice to serve as our nation's 70th Secretary of the Treasury. He was confirmed by the U.S. Senate and sworn into office on January 10, 1995.

As Secretary of the Treasury, Mr. Rubin played a leading role in many of the nation's most important policy debates. He was involved in balancing the federal budget; opening trade policy to further globalization; acting to stem financial crises in Mexico, Asia and Russia; helping to resolve the impasse between the Congress and the Executive Branch over the public debt limit; safeguarding the nation's currency against counterfeiting; introducing inflation-indexed securities; strongly responding to issues at Treasury's law enforcement agencies; and guiding sensible reforms at the Internal Revenue Service. He left Treasury on July 2, 1999.

Mr. Rubin now serves as Chairman of the Board of the Local Initiatives Support Corporation (LISC). LISC is the nation's leading community development support organization with 38 offices nationwide. At the White House and Treasury, Mr. Rubin was a leading advocate for policy actions that met the need for economic development in the Nation's distressed urban and rural areas.

Mr. Rubin joined Citigroup on October 26, 1999, where he participates in the strategic, managerial and operational matters of the Company. He also serves as a member of the Board of Directors of the Ford Motor Company and on the Board of Trustees of Mount Sinai-NYU Health. In March 2000 he became a member of the advisory board of Insight

Venture Partners, a New York-based private-equity investment firm that specializes in e-commerce business-to-business companies. He is also a member of the Harvard Corporation. In October 2003 he was named Vice Chairman of the Council on Foreign Relations.

Mr. Rubin's previous activities included membership on the Board of Directors of the New York Stock Exchange, Harvard Management Company, New York City Partnership and the Center for National Policy. He has also served on the Board of Trustees of the Carnegie Corporation of New York, the President's Advisory Committee for Trade Negotiations, the Securities and Exchange Commission Market Oversight and Financial Services Advisory Committee, the Mayor of New York's Council of Economic Advisors and the Governor's Council on Fiscal and Economic Priorities for the State of New York.

Mr. Rubin graduated summa cum laude from Harvard College in 1960 with an A.B. in economics. He received a L.L.B. from Yale Law School in 1964 and attended the London School of Economics.

Mr. Rubin is the author of *In An Uncertain World: Tough Choices from Wall Street to Washington* [Random House, 2003, with Jacob Weisberg], which was a *New York Times* bestseller as well as being named one of *Business Week's* ten best business books of the year.

**Alice Rivlin**  
**Visiting Professor, Georgetown University**

Alice M. Rivlin is a Visiting Professor at the Public Policy Institute of Georgetown University and a Senior Fellow in the Economic Studies program at the Brookings Institution. She is the Co-Director of the Greater Washington Research Program at Brookings. Before returning to Brookings, Ms. Rivlin served as Vice Chair of the Federal Reserve Board from 1996 to 1999. She was Director of the White House Office of Management and Budget from 1994 to 1996, and Deputy Director (1993-94). She served as Chair of the District of Columbia Financial Management Assistance Authority (1998-2001).

Ms. Rivlin was the founding Director of the Congressional Budget Office (1975-1983). She was director of the Economic Studies Program at Brookings (1983-1987). She also served at the Department of Health, Education and Welfare as Assistant Secretary for Planning and Evaluation (1968-69).

Ms. Rivlin received a MacArthur Foundation Prize Fellowship, taught at Harvard, George Mason, and New School Universities, has served on the Boards of Directors of several corporations, and as President of the American Economic Association. She is currently a member of the Board of Directors of KPMG Consulting.

She is a frequent contributor to newspapers, television, and radio, and has written numerous books. Her books include *Systematic Thinking for Social Action* (1971), *Reviving the American Dream* (1992), and *Beyond the Dot.coms* (with Robert Litan, forthcoming, 2001). She is co-editor (with Litan) of *The Economic Payoff from the Internet Revolution*.

Ms. Rivlin was born in 1931 in Philadelphia, Pennsylvania and grew up in Bloomington, Indiana. She received a B.A. in economics from Bryn Mawr College in 1952; and in 1958 a Ph.D. from Radcliffe College (Harvard University) in economics. She is married to economist Sidney G. Winter, who is a professor at the University of Pennsylvania.

**Bruce Bartlett**  
**Senior Fellow, National Center for Policy Analysis**

Bruce Bartlett is one of the most influential columnists in Washington today. Distributed through Creators Syndicate, his twice-weekly column appears in the *Washington Times*, *Investor's Business Daily*, *Indianapolis Star*, *New York Sun* and on such well-read websites as NationalReview.com and Townhall.com . His articles also often appear in the *Wall Street Journal*, *New York Times*, *Los Angeles Times*, *USA Today* and other major publications.

Mr. Bartlett has also testified before the House Ways & Means Committee, the Senate Finance Committee, the House Budget Committee, the House Foreign Affairs Committee, the House Appropriations Committee, the Congressional Black Caucus, and was the only Republican witness at a combined hearing of the House and Senate Democratic Policy Committees.

In 1977, Bartlett was responsible for drafting the famous Kemp-Roth tax bill, which formed the basis of Ronald Reagan's tax program and the 1981 tax cut. Subsequently, he wrote the best-selling book, *Reaganomics*, named one of the best business books of 1981 by the *Wall Street Journal* and the *Library Journal* . It remains the best explanation of Reagan's economic philosophy ever published.

He began his career in 1976 as a staffer to Congressman Ron Paul of Texas. As a staffer to then-Congressman Jack Kemp (later Secretary of HUD and Republican Vice Presidential candidate in 1996), he was a key figure in the origin and development of supply-side economics.

In the early 1980s, Bartlett was Executive Director of the Joint Economic Committee of Congress, the congressional counterpart to the President's Council of Economic Advisers. In 1987, President Reagan's chief domestic policy adviser, Gary Bauer, invited Bartlett to work on the White House staff in the Office of Policy Development. At the end of the Reagan Administration, Bartlett joined the Treasury Department, where he served as deputy assistant secretary for economic policy until the end of the administration of George H.W. Bush.

He writes for top academic journals, such as the *National Tax Journal*, *Tax Notes*, *The World Economy*, the *Financial Analysts Journal*, *The Public Interest*, the *Journal of Developing Areas*, and *History of Political Economy*, among others. His work is often cited in the most respected journals in the economics field.

**Roger C. Altman**  
**Chairman, Co-CEO and Co-Founder, Evercore Partners**

Mr. Altman served two tours of duty in the U.S. Treasury Department, initially serving President Carter as Assistant Secretary for Domestic Finance and later serving President Clinton as Deputy Secretary.

Since 1996, Mr. Altman has been Chairman of Evercore Partners, an investment banking and private equity firm. Previously, he was Vice Chairman of The Blackstone Group and responsible for its investment banking business. And, his initial Wall Street career involved Lehman Brothers, where he eventually became Co-Head of Investment Banking, a member of the Firm's Management Committee and of its Board of Directors.

Mr. Altman is a Trustee of The National Park Foundation, New Visions for Public Schools, and The American Museum of Natural History, where he also serves as Chairman of the Investment Committee. He also is a member of The Council on Foreign Relations and serves on its Finance and Investment Committees.

Mr. Altman received a B.A. from Georgetown University and an M.B.A. from the University of Chicago.

**Cecilia Elena Rouse**  
**Professor of Economics and Public Affairs, Princeton University**

Cecilia Rouse is Professor of Economics and Public Affairs at Princeton University, Director of the Industrial Relations Section and Director of the Education Research Section.

Professor Rouse's primary research and teaching interests are in labor economics with a particular focus on the economics of education. She has studied the economic benefit of community college attendance, evaluated the Milwaukee Parental Choice Program, examined the effects of education inputs on student achievement, and tested for the existence of discrimination in symphony orchestras. Her current research includes studies of Florida's school accountability system and randomized evaluations of the use of computers in schools. [Nan, is there a sentence missing here?] Ph.D. Harvard University.

**Alan S. Blinder**

**Professor of Economics and Director of the Center for Economic Policy Studies,  
Princeton University**

Alan S. Blinder is the Gordon S. Rentschler Memorial Professor of Economics at Princeton University and Director of Princeton's Center for Economic Policy Studies, which he founded in 1990. He is also a partner in Promontory Financial Group, Vice Chairman of the Promontory Interfinancial Network, and Vice Chairman of the G7 Group.

Dr. Blinder served as Vice Chairman of the Board of Governors of the Federal Reserve System from June 1994 until January 1996. In this position, he represented the Fed at various international meetings, and was a member of the Board's committees on Bank Supervision and Regulation, Consumer and Community Affairs, and Derivative Instruments. He also chaired the Board in the Chairman's absence. He speaks frequently to financial audiences.

Before becoming a member of the Board, Dr. Blinder served as a Member of President Clinton's original Council of Economic Advisers from January 1993 until June 1994. There he was in charge of the Administration's macroeconomic forecasting and also worked intensively on budget, international trade, and health care issues. During the 2000 and 2004 presidential campaigns, he served as an economic adviser to Al Gore and John Kerry.

Dr. Blinder was born on October 14, 1945, in Brooklyn, New York. He earned his A.B. at Princeton University in 1967, M.Sc. at London School of Economics in 1968, and Ph.D. at Massachusetts Institute of Technology in 1971--all in economics. Dr. Blinder has taught at Princeton since 1971, and chaired the Department of Economics from 1988 to 1990.

Dr. Blinder is the author or co-author of 16 books, including the textbook, *Economics: Principles and Policy* (with William J. Baumol), now in its 9th edition, from which nearly two million college students have learned introductory economics. He has also written scores of scholarly articles on such topics as fiscal policy, monetary policy, and the distribution of income. From 1985 until joining the Clinton Administration, Dr. Blinder wrote a lively monthly column in *Business Week* magazine. Currently, he is a regular commentator on PBS's *Nightly Business Report* and appears frequently on *CNBC*, *CNN*, *Bloomberg TV*, and elsewhere.

Dr. Blinder served briefly as Deputy Assistant Director of the Congressional Budget Office when that agency started in 1975 and has testified many times before Congress on a wide variety of public policy issues. He is a Trustee of the Russell Sage Foundation, a member of the Bretton Woods Committee and the Bellagio Group, a former governor of the American Stock Exchange, and has been elected to the American Philosophical Society and the American Academy of Arts and Sciences.

